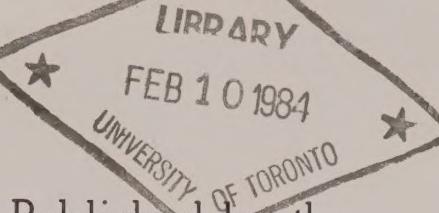


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Volume 4, Number 2
Winter 1983-84Government
Publications

Skills

Published by the
Skills Development Division

Third CITC chairmen's seminar a success

About 130 representatives of community industrial training committees (CITCs) attended a two-day seminar last month, sponsored jointly by the Canada Employment and Immigration Commission (Ontario Region) and the Skills Development Division, Ministry of Colleges and Universities.

The CITC Chairmen's Seminar was held November 17-18 at the Skyline Hotel in Toronto.

Plenary sessions were addressed by David Morley, Executive Director, Employment and Immigration Canada (Ontario Region) and Kenneth E. Hunter, Assistant Deputy Minister, Skills Development Division.

John Dawe, business editor of the Global television network, delivered the keynote address on the evening of November 17. Excerpts from Mr. Dawe's remarks can be found on page 6.

Delegates attended workshops in a wide range of topics. Most workshops were conducted by members of CITCs, with the assistance of a joint federal-provincial workshop team.

Roles of CITCs: This session encouraged and facilitated clarification of the roles of CITCs vis-a-vis governments and other advisory groups.

Mobilizing the community: One of the tasks of the CITC is to involve its community in the support of training. This session concentrated on techniques to encourage industry and labour participation. This session also described tech-



Lynda Rattenbury was one of the Halton CITC speakers at the seminar.

niques to obtain low-cost exposure for CITC activities, concentrating on using existing resources.

Assisting displaced workers: Plant closures and major lay-offs in Ontario have disrupted the career paths and training programs of many workers. This session focussed on techniques to assist employers and employees to cope with these disruptions and to develop the skills necessary to meet the changing requirements of the labour market.

School-to-work transition: The quality of secondary school leavers has a major effect on the success of skills development programs. This session provided information regarding current educational policies, i.e. Ontario Schools/Intermediate and Senior (OSIS), and provided an opportunity to discuss possible CITC involvement.

The impact of advanced technology: There is considerable confusion about what advanced technology is and is not and its effect on the labour market. This session encouraged discussion about ways to assist employers and employees to respond to advanced technology.

Occupational forecasting: A clearly defined occupational forecast is essential to the development of a responsive training system. This session dealt with the purpose, techniques, and use of micro- and macro-economic labour market data.

Improving workplace-centred training: This session dealt with practical steps on-the-job trainers can take to improve the efficiency and effectiveness of training programs. Items covered included the use of the DACUM curriculum model, competency-based modules, and the use of the Instructor's Handbook.

Federal and provincial programs: This session dealt with methods to increase the effectiveness of provincial and federal initiatives.

Delegates rated seminar highly

Evaluation Forms indicate that delegates were satisfied with the 1983 seminar. All eight workshops received a "helpful" or "very helpful" rating.

Comments from delegates included:

"I got much more from this one than the last one." (N.B. Previous CITC Chairmen's Seminars were held in 1980 and 1981; no seminar was held in 1982.)

"This year's conference is an improvement on former conferences attended because of the increased majority and diversity of CITCs involved. ... Your keynote speaker was exceptional."

"A well-organized conference. I feel however that the next conference agenda should be the responsibility of a (CITC) chairman's panel under the guidance of one or two (government) organizers. ... This was the best so far."

"The most fast-paced conference I ever attended. Thank you for being on time and well organized. Topics were very helpful and meeting other CITCs was good."

"Suggest CITC regional meetings to advise on future format."

"My first ... attendance at a (CITC) conference and I found it to be very informative."

"Excellent conference. ... I liked the involvement of CITC personnel in the various workshops--please repeat this technique."

"Guest speaker (was) excellent."

"Conference has matured over the last two conferences."

"Best session I have attended. ... A suggestion: is it feasible to arrange a 'hands-on' day next time, actual displays of CAD/CAM, up-to-date machines/tools, robotics display, etc."

A fuller report, including a summary of the issues raised in workshops and comments by Messers. Morley and Hunter during the closing panel will appear in a subsequent issue of Skills.

CAD/CAM advances high technology education at Conestoga

This September, Kitchener's Conestoga College of Applied Arts and Technology significantly increased its advanced technology educational capabilities with the opening of the new CAD/CAM (computer-aided design/computer-aided manufacturing) Centre at the Doon Campus Centre.

The centre has been established to meet the expected increased industrial demand for skilled graduates who are fully conversant with CAD/CAM techniques.

Featured in the centre are graphics computer systems and terminals, a digital plotter, an electrostatic printer, and associated solid-modelling software. Through use of computer terminals, product design drawings may be done in two or three dimensions. When the design is ready, graphics plotters generate working drawings with speed and accuracy.



Also housed at the Doon campus is a numerical control metal machining facility and an associated programming lab, which can produce parts designed at the CAD/CAM Centre.

These facilities will be used by students as an integral part of programs in numerical control, civil engineering, construction engineering, electronics engineering, and mechanical engineering.

Industrial training at the CAD/CAM Centre may also be arranged through the provincial government's Training in Business and Industry (TIBI) program.

The Ontario Government's Board of Industrial Leadership and Development (BILD) and the federal government's Skills Growth Fund (SGF) have provided a total of \$1.226 million for the acquisition of capital equipment, development of curriculum, and conversion of facilities to accommodate the CAD/CAM Centre.

The centre will also allow the college to develop close links with the Ontario CAD/CAM Centre, located in nearby Cambridge. The provincial facility, one of six advanced technology centres established

throughout the province, will work with small- and medium-sized firms on implementing CAD/CAM technology, encouraging the production of CAD/CAM hardware and software, and providing counselling and related services to help management and labour deal with the transition in skills caused by the introduction of this technology.

Submitted by John Sawicki,
Conestoga College of Applied
Arts and Technology

Resources

Directory of Registered Private Vocational Schools

This publication describes the educational services provided by private vocational schools registered under the Vocational Schools Act. Also included is a list of all schools registered and a cross-index to assist readers to find a school offering a desired program.

The Directory is available free of charge from Regional Offices of the Skills Development Division.

Upgrading

This publication describes Ontario's Training in Business and Industry (TIBI) program, which provides for short-term upgrading of existing workers. The publication emphasizes the services of TIBI in assisting employers and employees to adapt to the introduction of advanced technology equipment and processes. This publication was produced in co-operation with the Ministry of Industry and Trade.

Upgrading is available free of charge from Regional Offices of the Skills Development Division and from Regional Offices of the Ministry of Industry and Trade.

Apprenticeship

This publication, to be released early in 1984, describes the apprenticeship system of training. It includes separate sections of interest to employers and would-be apprentices. All trades regulated under the Apprenticeship and Tradesmen's Qualification Act are listed under four headings--Construction, Industrial, Motive Power, and Service. For each trade, information on occupational activities, entrance standards, and length of training is provided.

Apprenticeship is available free of charge from Regional Offices of the Skills Development Division.

Labour Market Research Reports

The following research reports have been published:

- o CITEC Evaluation
- o Survey of Selected Occupations in Ontario's Welding Industry
- o Auto Body Repair Trades Survey in the Regional Municipality of Niagara
- o Study of Service to Special Needs Groups by the Ontario Career Action Program
- o Survey of Computer and Data Processing Workers in North York and York Region
- o East Algoma CITEC Labour Market Needs Survey.

They are available by contacting:

Barry Pervin
Planning and Development Branch
Skills Development Division
16th Floor, Mowat Block
900 Bay Street
Toronto M7A 1L2

Ontario Crossing a technological "threshold": Hunter

Following is an address by Kenneth E. Hunter, Assistant Deputy Minister, Skills Development Division, to the Canadian Community of Computer Educators on September 21, 1983.

Page 86 of that oratorial classic, "How to Get Your Audience's Attention So They'll Listen to What You Have To Say" tells me I should begin with a quote.

So I will. It runs:

"Hadrons are made up of particles called quarks. Different hadrons are formed when quarks combine into different arrangements. The arrangements are regulated by a property known as 'colour', which puts 'chromo' ... in chromodynamics."

This quote is not from "Scientific American", or "High Technology", or some other arcane technical journal. It is from one of the world's most "popular" publications--"The New York Times Magazine."

The "Times" article exemplifies two striking characteristics of our technology--speed and breadth. The article discusses a theory which was the sole preserve of research scientists barely ten years ago. Now, it is in the public domain.

The rapidity and scope of technological change has stressed our ability to understand--to make sense of it all. Increasingly, we see simplistic responses. We see the 20th Century Luddites, predicting silicon Armageddon. We see the Techno-Apostles, forecasting an electronic Shangrila-La.

As the saying goes: "Inside every complex problem, there is a simple solution--and it's wrong."

If I could take a moment to outline my understanding of advanced technology--a term I prefer to high technology--and its effect on the labour market.

Point #1: When speaking of advanced technology, we must distinguish clearly between

- the handful of workers who will be employed by companies that design, manu-

facture, and market advanced technology equipment, on the one hand

□ and the millions of workers whose jobs will be affected by technological change, on the other.

These two numbers are often confused, muddying the predictive waters.

As a corollary, we must keep in mind that a large number of workers in even the most advanced "advanced technology" companies are still performing repetitive and tedious assembly tasks. These jobs are not substantially different than assembly tasks in the auto industry--just smaller.

The point is: Let us keep our definitions straight. When we are speaking about advanced technology workers, let's not confuse the research endocrinologist working for a bio-engineering company and the packaging clerk working for a computer company. They are not the same.

Point #2: We must also distinguish between the number of workers required in a particular advanced technology occupation and the importance of those workers. For instance, in 1903, there was only one aircraft manufacturer in the whole world. That one enterprise would have been ignored by any labour need survey. Yet, the Brothers Wright had a profound effect on the world economy. The point is: We should not confuse "numbers" and "importance".

Point #3: We must separate in our minds "advanced technology" and the "silicon chip". While the chip is important, we must not forget other recent technological developments, including bio-engineering, composite materials, and cryogenics--the science of low-temperature physics. To equate advanced technology with the chip is comparable to equating the Industrial Revolution to the steam engine. It narrows our focus and distorts our vision.

Point #4: The final point I want to make is that advanced technology--whatever it is--is a "strategic material". Our economy's ability to be self-sufficient in the design, production, and marketing of advanced technology equipment is vital to our long-term economic independence. The OPEC oil embargo demonstrated, most forcefully, the result of relying on off-shore sources of another strategic material. We are still suffering the consequences.

'Net/net', our response to advanced technology will determine our ability to compete in the international marketplace. And, ultimately, our ability to generate wealth and, thereby, share wealth.

I would suggest that a productive response to advanced technology would have the following characteristics.

Point #1: If I might use an analogy. When we go home each evening, we cross the threshold--that bit of wood over which husbands used to carry their spouses. That bit of wood marks a sudden break between "inside" and "outside".

Similarly, certain developments mark a threshold--a discontinuity--in the steady development of technology. A practical example: The development of the chip-driven word-processor marked a threshold. No matter how sophisticated the typewriter could become, it still could not outperform the most primitive of the word-processors.

The achievement of Artificial Intelligence using a computer language called List Processing, or Lisp for short, is another technological threshold which we are fast approaching. One day soon, computers will think.

Speaking of thinking: Just as certain technological developments have brought about profound changes to the way we do business, technology also forces us to change the way we think about how we do business. We must disengage ourselves from our past and approach the technological age with a fresh mind.

I am concerned that we are approaching the 21st Century challenge of advanced technology with a 19th Century paradigm--an Industrial Revolution view of the world.

Perhaps the best-remembered spokesman for that era was F.W. Taylor, he of Scientific Management fame. The Taylorite call was for ever-larger corporate entities, authoritarian management, rigid hierarchies, and standardized manufacturing.

That system of manufacturing may have worked in the early 20th Century. Unfortunately, we still hear Taylor's theories resonating to this day.

We must silence these concepts and sound a new Tocsin Bell--a warning bell--for the third millennium.

Point #2: A second feature of our technological revolution is its ubiquity.

The effects of technological developments appear in the most unlikely places. For instance, take one development--composite materials, which are stronger, more flexible, and more durable than steel. Take another development--new adhesives, which are more reliable than welding or rivets.

These two developments will have a major effect on the transportation industry. They permit the manufacture of aircraft that can carry a payload greater than the weight of the aircraft itself. This fact alone will lead to significant reductions in fuel requirements.

In effect, the development of composites and new adhesives will have a direct impact in the oil fields of Alberta.

We must approach the technology from a broad perspective. We can not think of the transportation industry, or the extractive industry, or the service industry.

The technology cuts across these dividing lines and ties each to the other. The technology and its impact are pervasive.

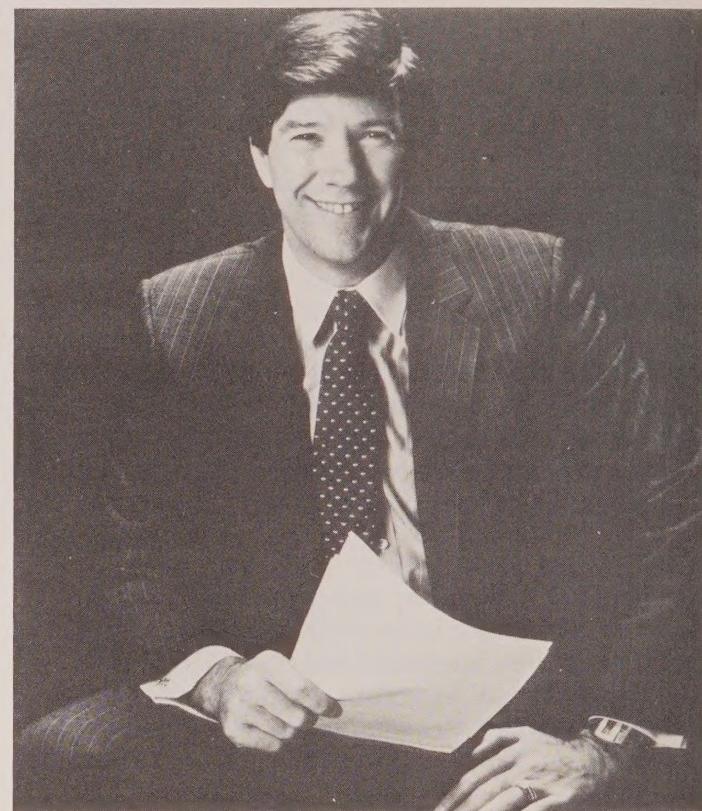
Point #3: In thinking about the impact of advanced technology, we must distinguish between what "will" happen and what we "want" to happen.

For instance, one predicted effect of the technology will be a distortion of the traditional pyramidal labour market.

Traditionally, there were a large number of persons performing relatively simple, concrete tasks at the base of the pyramid and a few highly skilled persons performing abstract, complex tasks at the apex of the pyramid.

At each layer of the pyramid, the number of positions decreased as the skill level increased. Within the pyramid, persons could progress from level to level. For instance, a metal-cutting machine operator could become a set-up operator, a multi-machine set-up operator, a general machinist, and a tool designer.

The technology has distorted the labour market pyramid. It is predicted that the number of positions at the base of the pyramid and the number of positions at the



Surviving in the fast lane a challenge: Dawe

Following are excerpts from the keynote address to the CITC Chairmen's Seminar, on November 17, 1983, delivered by John Dawe, business editor, the Global television network.

I work in a very dynamic industry. The Everybody's Business segment of the Global News program is about three or four minutes long, but there's enough relevant business news generated every day to fill about half an hour of air time. Because of this information overload, I'm forced to concentrate on issues or developments, the knowledge of which might help viewers save a dollar or make a dollar, usually in the short term, or on simply keeping them informed about their investments. I think you'll agree that the time constraints rule out delving too deeply, if at all, into the world that you represent and are obviously devoted to.

Training or re-training simply isn't glamorous enough to be treated properly on television which, like it or not, is an entertainment medium. Moreover, as critical as the issues are, they don't make good copy for widely followed newspaper columnists like Fotheringham, Fisher,

Valpy, or Gwyn. About the only place you'll find these issues reported on or discussed is on the inside pages of business reports or in specialist magazines, none of which has a popular following.

All of this, of course, is veiled apologia for my former ignorance of your activities and endeavours.

Training "exciting"

I hope you caught the word "former" because I have been boning up on the whole issue of training, re-training, and employment prospects and, in a word, it's exciting.

It's exciting because so much is being done, and so much remains to be done.

That reminds me of Will Rogers' famous line: "Even if you're on the right track, you'll get run over if you just sit there."

In many ways the Canadian economy, indeed Canadians in general, have been run over because we have been just sitting there for too long.

So, I've chosen as a title for this address: Staying Alive in the Fast Lane.

The "fast lane" is meant to signify the current state of the world economy. Since we've all had it up to here about that I'll not go into any details. A short perspective on Canada's current position, however, is warranted.

In a brilliant speech delivered last week to an audience in Tokyo, the vice-chairman of the Royal Bank of Canada, Hal Wyatt, said of life in Canada prior to the 1970s.

"Life was easy. It was great. Quite simply, we lived for the day. We took our high standards of living for granted, adopting the attitude that there would always be more."

Mr. Wyatt was talking about a country which has thrived on its natural resources and about a people who just shrugged on being described as "hewers of wood".

He regaled his audience with the more tangible manifestations of the good life. He also told how the governments exploited our concomitant demands to help those who cannot help themselves by introducing a variety of social programs at home and abroad.

Desire for leisure damaging

The change in attitude among the active workers is another story and the attitudinal change I'm referring to is nebulous, but examples can be found everywhere.

Consider for a moment the way beer is marketed in Canada as opposed to the United States.

In the U.S., beer companies' ads salute the people who work--and the beer is a reward for a job well done.

In Canada, the actors in beer commercials obviously hate their job. They throw down the towel and "cut out" or "move out" to go have a beer with the boys. Or, they're a bunch of guys who interrupt a job or chore to go have a beer. Or, they're the "Beautiful People" engaged in some trendy leisure activity.

The marketing approach in Canada has to be lamented because it does sell beer, else the beer companies wouldn't run the ads.

Other changes are more subtle and can be found in the lobbying for another statutory holiday, this time to recognize our heritage. Ironically, if governments yield and do introduce it, the act will put another nail into our economic coffin and I'm sure the people who created our economic wealth out of the forests and below ground, would turn over in their graves to learn that their long, hard work, seven days a week, rain or shine, was to be recognized by another day of leisure.

Yet, leisure seems to be the preoccupation of a lot of people in this country.

The president of the Canadian Federation of Labour said last week that technology has led to a higher standard of life in Canada, shorter working hours, and more leisure time. Eventually, he says, technology may make the twenty-hour work week possible. That's one of the most ludicrous and unrealistic statements I've heard since someone talked about "limited nuclear war".

Having said that, man through history has always trained to lessen his work-load and what's happening today is only part of that evolutionary process.

Today, however, changes in attitudes have resulted in demands for more leisure time but not at the expense of lower incomes. I don't think you can have it both ways,

but it's the perception that it's possible to have it both ways that's fueling changes in attitudes and in work ethics. (Interestingly, one recent example of an enforced but nonetheless worthy reduction in working hours for less pay is the Air Canada pilots work-share program. It's one that should set an example for any work-sharing schemes down the road.)

Changes in attitude and work ethics are precipitated by such talk of more leisure time--by beer commercials and by the way white collar jobs are glamorized. These and many more influences, are changing the way young people are approaching the job market.

There was a time, not long ago, when the young entered the job market with a desire to establish a career that would last until retirement. Anyone whose work record read like that of a gypsy or a transient worker, didn't stand much of a chance of getting the big job--the big break.

Today, the environment is exactly opposite. Mobility within the business world, and diversity, are championed by personnel management. That, it seems to me, makes it increasingly tough for young people to find jobs, whatever their academic training.

Paradoxically, the companies that do encourage young people to carve out a career are usually included among the ones written about in the book, *In Search of Excellence*.

Now, in talking about career development, I'm not against variety in terms of jobs or of companies. But in this new, difficult economic environment, young people should be aware of the pitfalls in treating the first job as only the first step of many, towards success. The simple truth is that unemployment is highest among the young--aged up to twenty-four--and studies done in the U.S. and Canada prove that these same young people are the ones who have the shortest work tenure with one company.

Management must develop skills

This might be revolutionary to suggest but maybe industry should start to adapt their hiring practices by promoting career possibilities, rather than simply job opportunities for the HOURLY-PAID worker, as well as the so-called white collar worker.

One employer that does this very well is the U.S. Navy, which is one of many enlightened employers whose success is documented in the book, *In Search of Excellence*. The Navy has a policy that demands that the rank and file, and all junior officers, be treated as adults. The Navy's basic, overall policy is this: The key to people orientation is TRUST.

The authors of *Excellence* pursue that line of reasoning by imploring readers to "treat people as adults. Treat them as partners; treat them with dignity; treat them with respect. Treat THEM--not capital spending and automation--as a primary source of productivity and the reward that goes with it; you must treat your workers as your most important asset."

This line of thought brings me right back to your activities in the community industrial training committees. I'm told that one of your biggest hurdles is convincing companies that training CAN turn your people into an asset; and that this hurdle is almost insurmountable during these times of economic restraint. Need I repeat that if you look at the truly successful companies and how they treat their people as assets, then any management attitude to the contrary is wrong, archaic, and imprudent.

Human Resource Accounting promoted

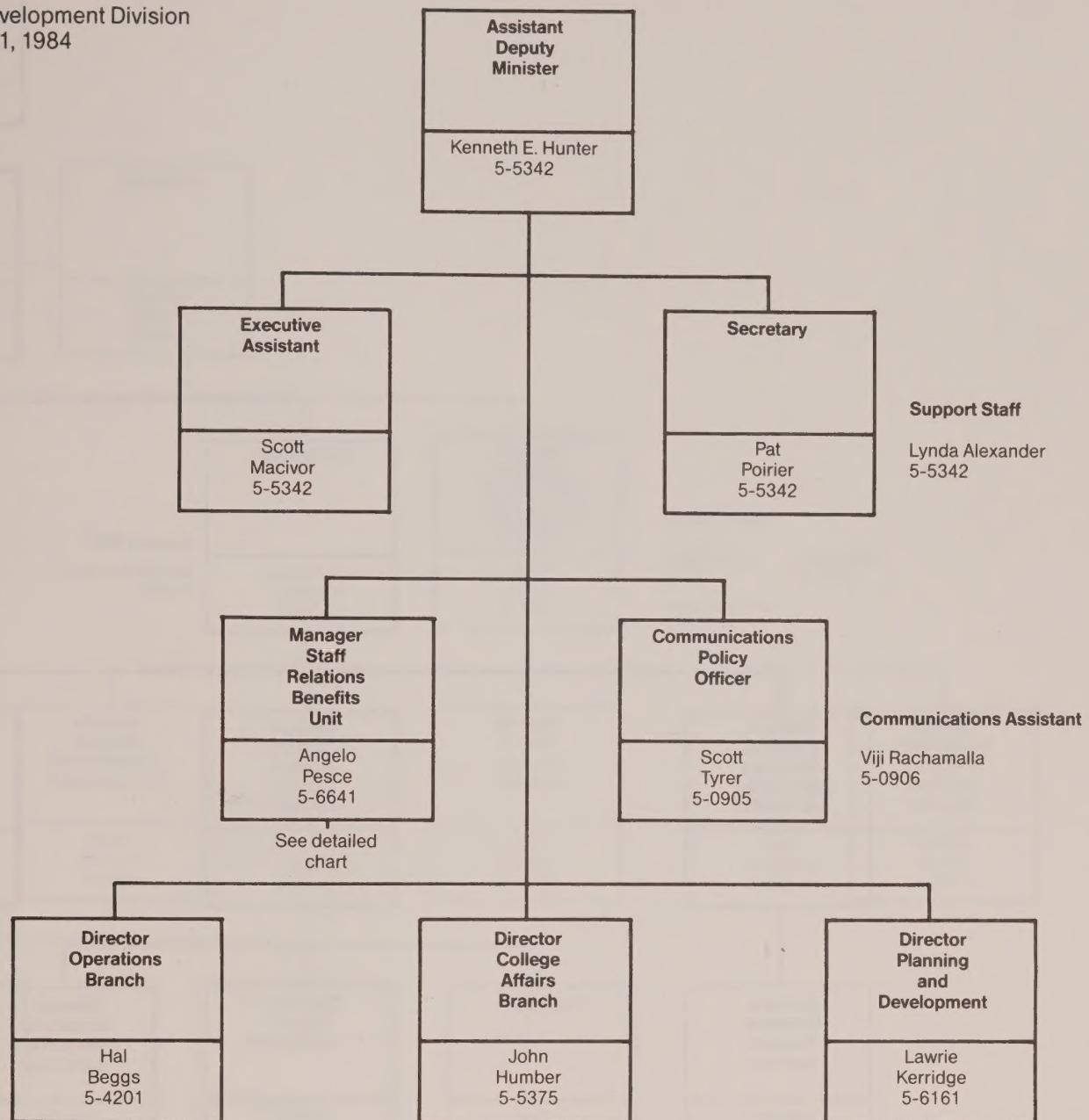
I'm told, too, that companies traditionally write off training costs in one year. If you're hiring someone and prepared to train them and turn them into an ASSET, then it doesn't make sense not to treat the COST of doing so like any other asset--namely, write off the cost over an acceptable period or tenure of work. Or, keep the write-off period short if there's any doubt about a person training for his or her first job, in which case the results of the unemployment study I referred to earlier, would apply.

Now this approach might entail entering into contractual arrangements with workers, especially if the training costs are expensive; after all, you've got to protect your assets, but that shouldn't be a problem. If anything, it would be good discipline for the worker.

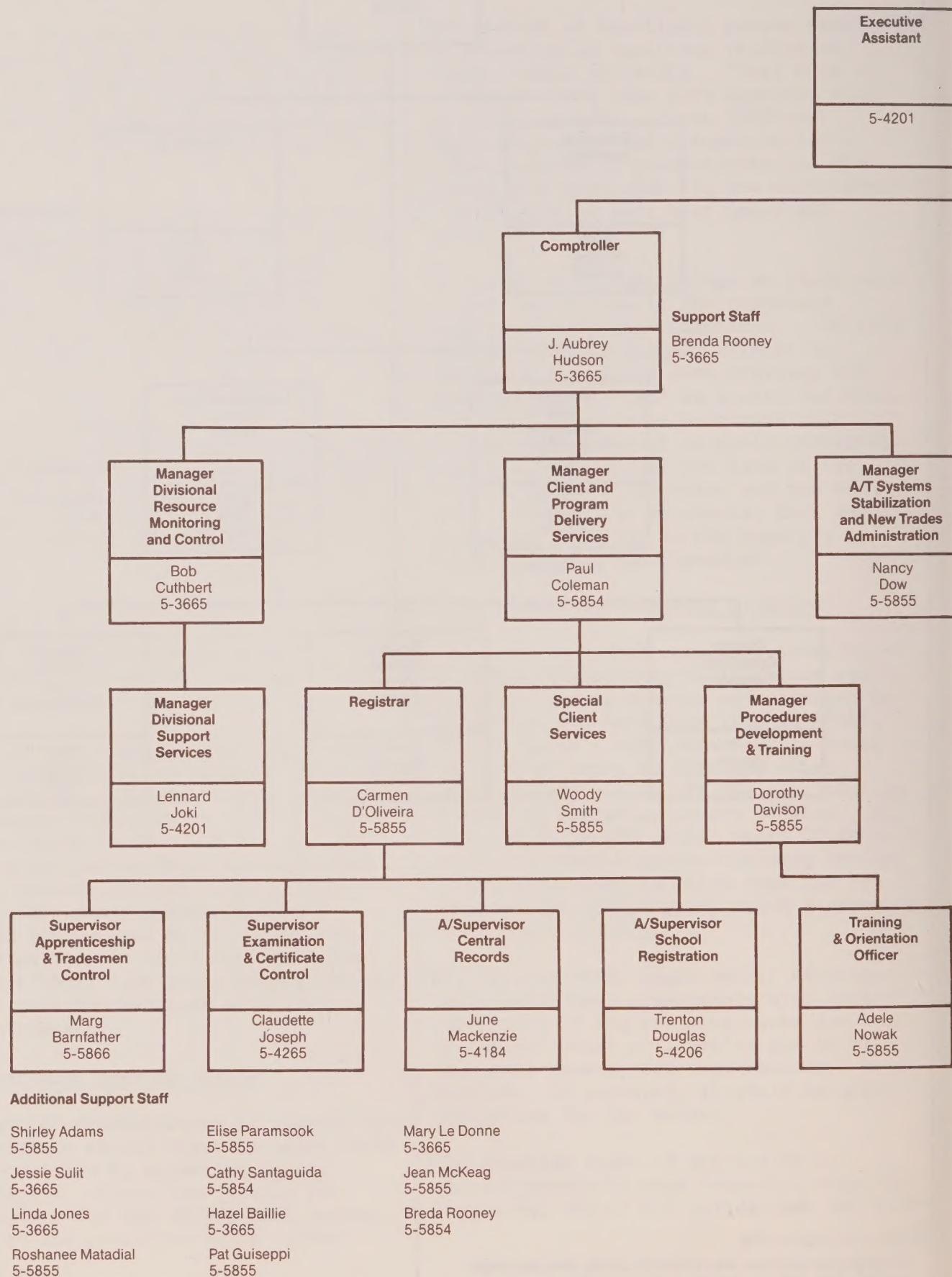
The downside risks of not trying to attract people to your companies over the long term, and of not giving them the kind

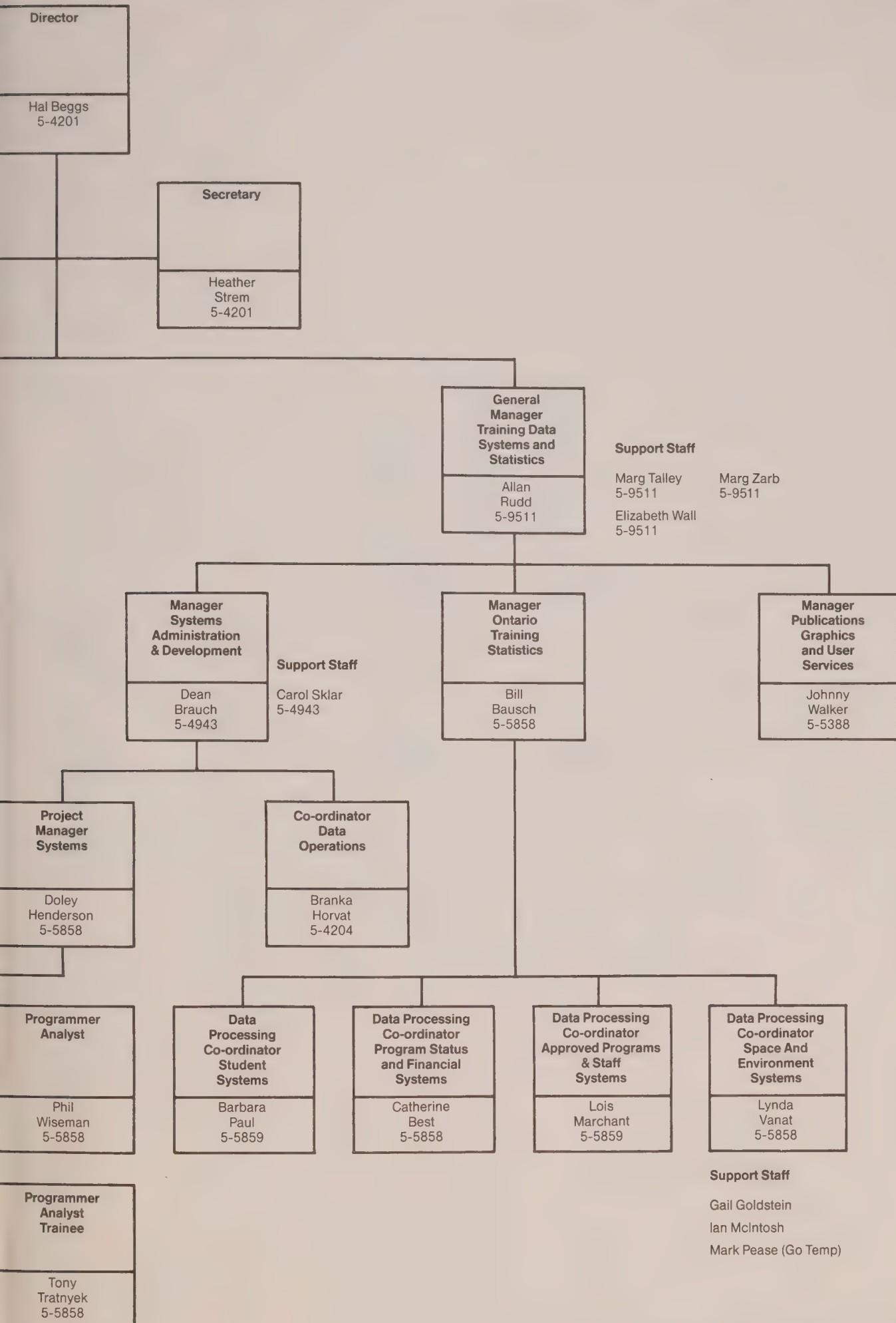
Skills Development Division Organizational Structure

Skills Development Division
January 1, 1984



Operations Branch
January 1, 1984

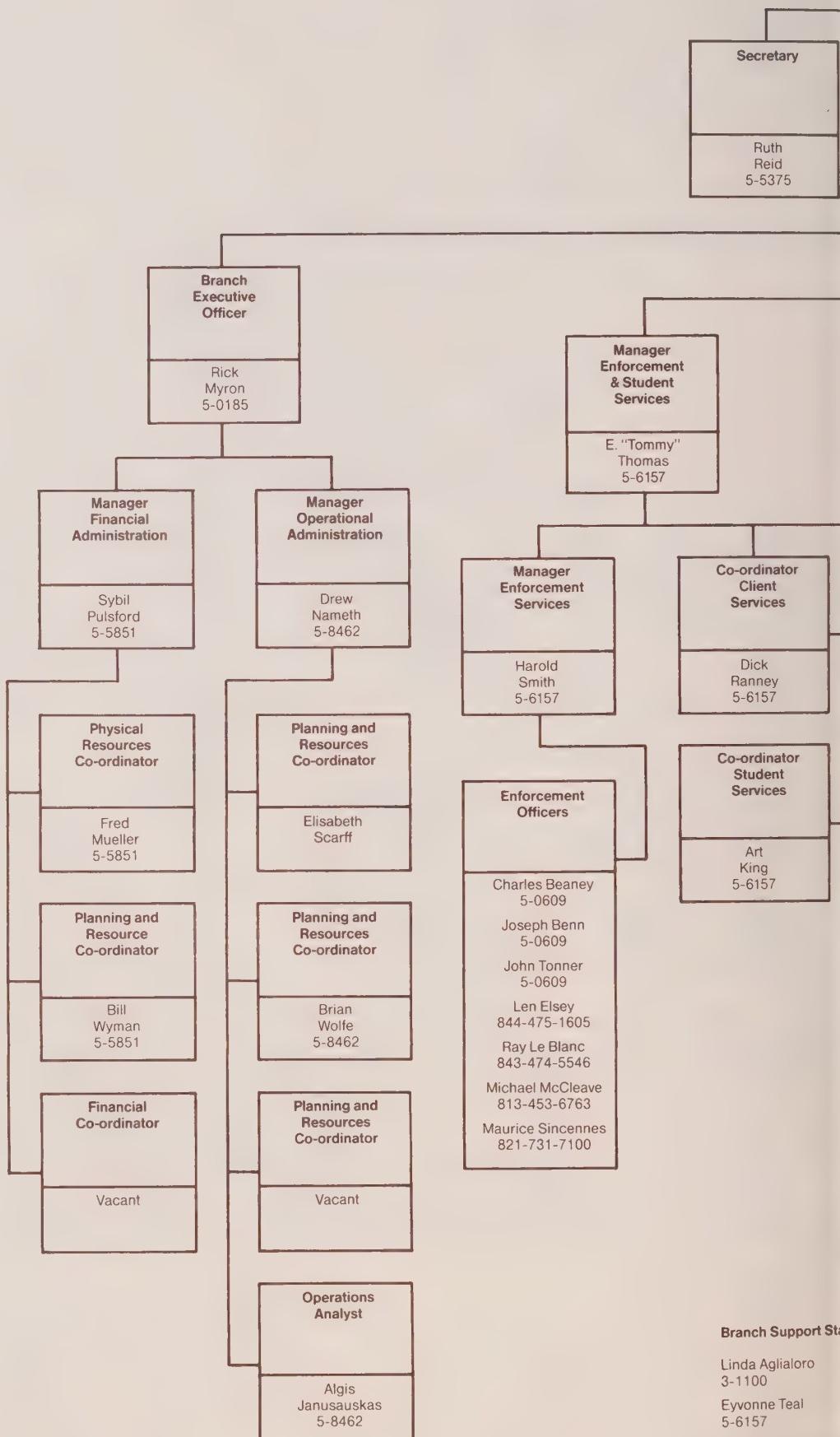




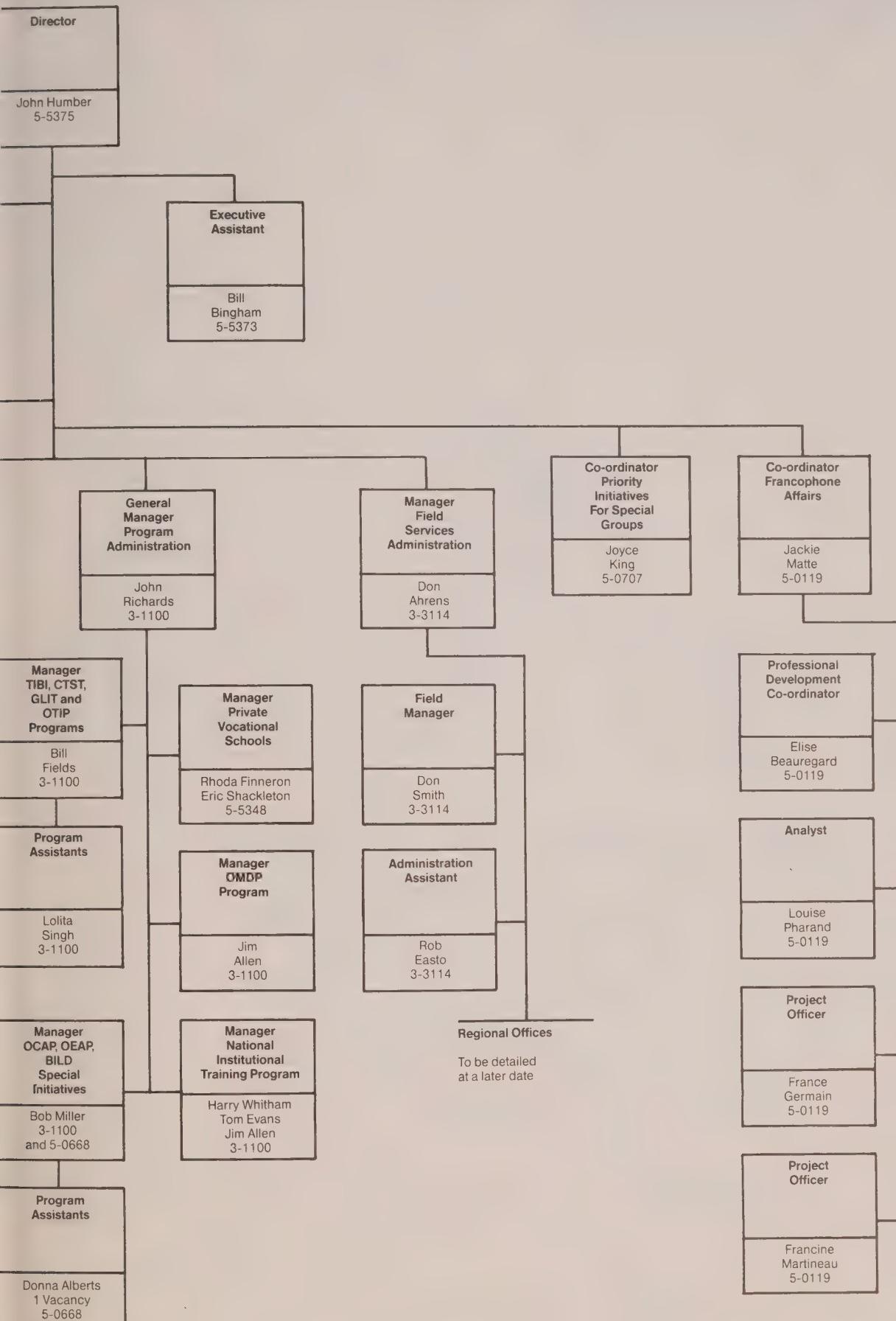
All telephone numbers are in the 416 calling area and begin with the digits "96". For instance, to contact the Assistant Deputy Minister, call (416) 965-5342.

Programmer Analyst Trainee
Tony Tratnyek
5-5858

College Affairs Branch
January 1, 1984



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Anne Bath

3-1100

Mehroon Janmohamed

5-5348

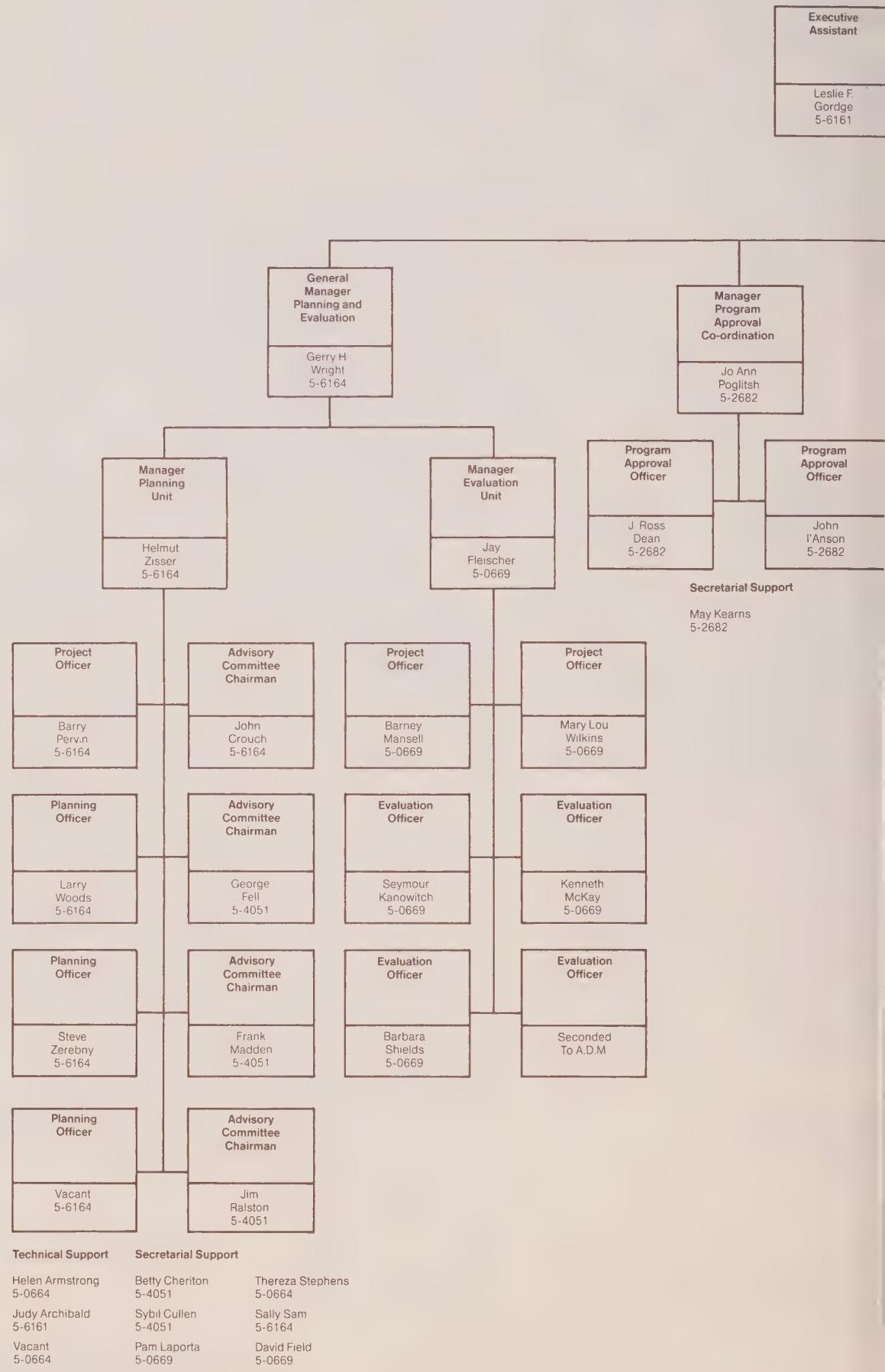
Miriam Vergee

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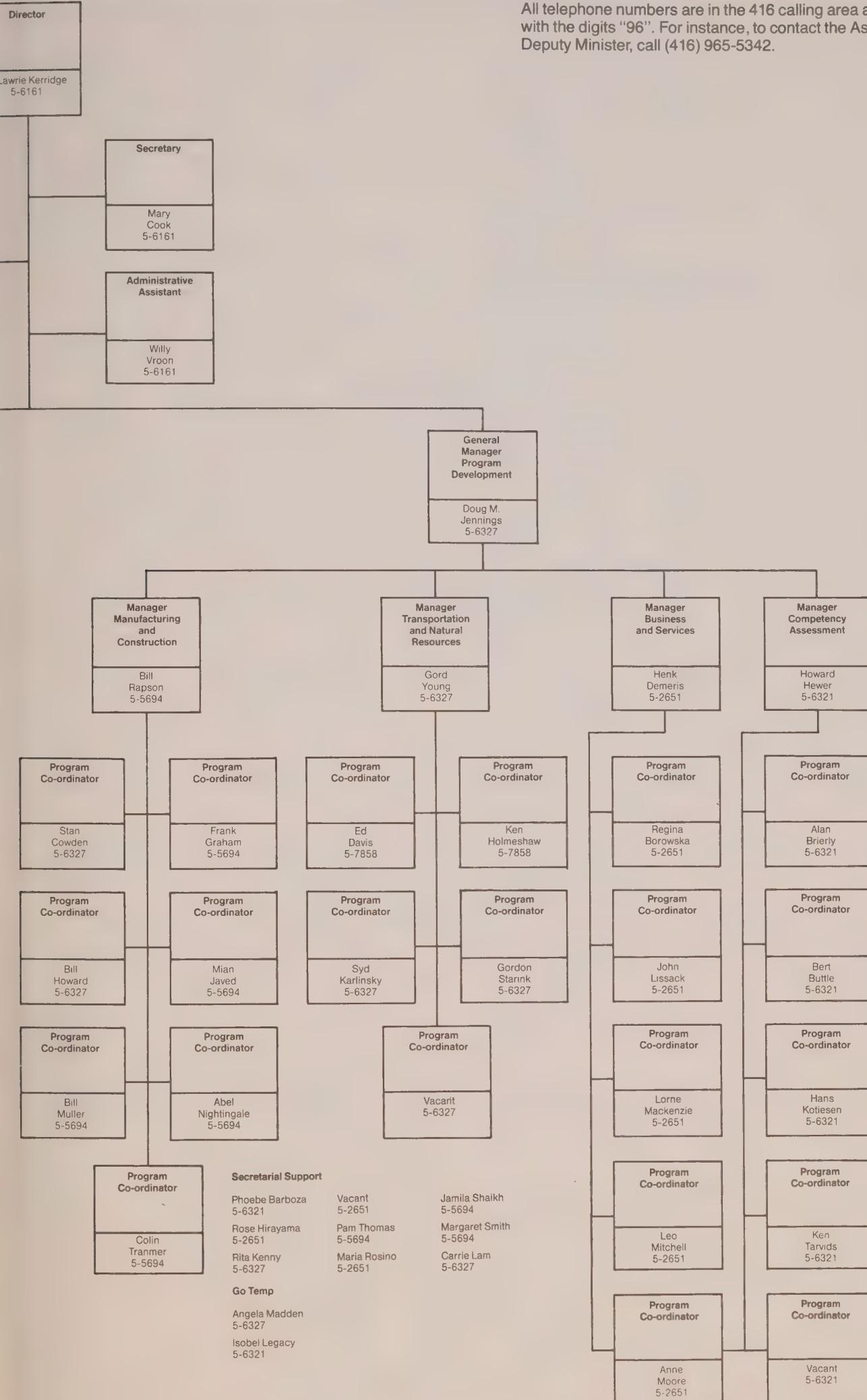
Daphne Williams

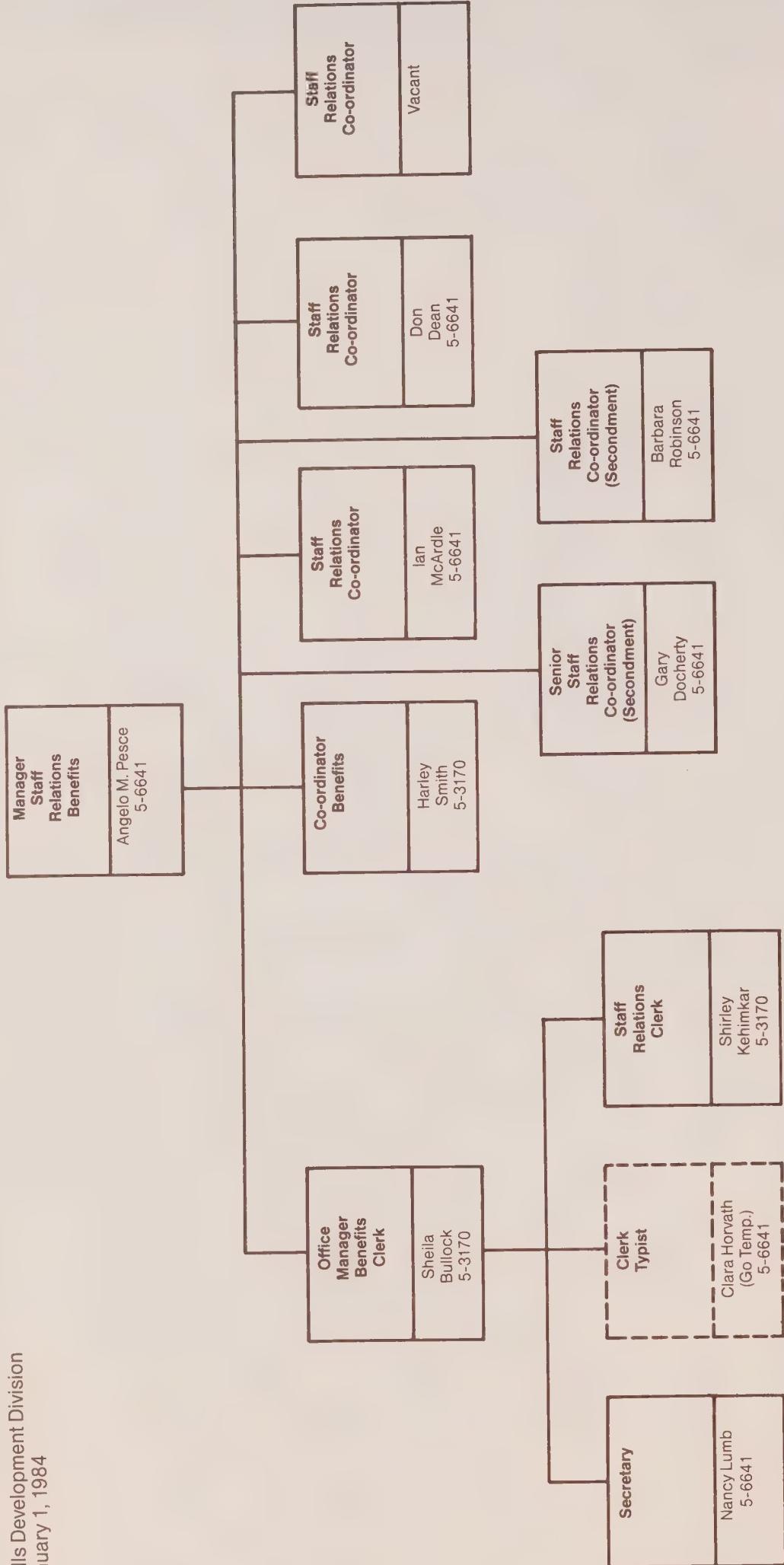
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Planning and Development Branch
January 1, 1984



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COMMUNITY INDUSTRIAL TRAINING COMMITTEES (CITCs)

<u>LOCATION</u>	<u>COMMITTEE OR ASSOCIATION</u>	<u>NAME & ADDRESS OF CHAIRMAN</u>	<u>COLLEGE AFFAIRS BR. REPRESENTATIVE</u>
Atikokan	Rainy River District Employer's Committee	Mr. Brian W. Ross c/o Economic Development Commissioner P.O. Box 1990 Atikokan, Ontario P0T 1C0 597-2757	J. Gibson 468-3325
Bancroft	Bancroft Area Industrial Training Committee	Mr. Jack S. Hattin 45 Hastings St. N. Box 639, Bancroft, Ontario K0L 1C0 332-4356	F. Charles 968-5558
Barrie	Barrie & District Community Industrial Training Committee	Mr. Reg Driscoll c/o Albany International 85 Morrow Road, Barrie, Ontario L4N 3V7 737-0551	W. McConnell 737-1431
Belleville (Quinte District)	Quinte Community Industrial Training Committee	Mr. Brian Riden c/o Bata Engineering Batawa, Ontario K0K 1E0 398-6106	W. Drulak 968-5558
Brampton/ Mississauga (Peel Region)	Peel Region Industrial Training Advisory Committee	Mr. Michael Redwood c/o Cryovac Div. W.R. Grace & Co. of Canada Limited 2365 Dixie Road Mississauga, Ontario L4Y 2A2 277-2751	J. Walsh 233-3281
Brantford (Brant County)	Brant Industrial Training Advisory Committee	Mr. John Wilson c/o John Wilson Machine Ltd. P.O. Box 10, Burford, Ontario NOE 1A0 458-4882	C. Georgian M. Tymchyk 756-5197
Brockville (Leeds & Grenville Counties)	Leeds & Grenville Industrial Training Advisory Committee	Mr. Gerry J. Perkins c/o Reliable Furniture Store 213-215 King St. W. Brockville, Ontario K6V 3R7 342-9760	P. McDonell 342-5481
Cambridge	Community Industrial Training Committee	Mr. John Morris c/o Joy Manufacturing Canada Limited 131 Sheldon Drive, Unit 12 Cambridge, Ontario N1R 6S2 623-1550	A. Barron 884-5460
Chatham (Kent County)	Kent Industrial Training Advisory Committee	Mr. John Curtain c/o Omnitech Steelworks Ltd. 271 Inshes Avenue Chatham, Ontario N7M 5L8 352-7040	R. Lavin 354-9100
Cobourg/Port Hope (Northumberland County)	Northumberland Industrial Training Advisory Committee	Mr. Bernie Paziuk c/o Canadian General Electric 755 Division St. North Cobourg, Ontario K9A 3T1 372-5411	R. Pereschuk 743-4172
Collingwood	Collingwood Industrial Training Committee	Mr. Andrew Morris c/o Nakan Products Ltd. 201 MacDonald Street P.O. Box 172 Collingwood, Ontario L9Y 3Z5 445-1140	W. McConnell 737-1431
Cornwall (Stormont, Dundas & Glengarry Counties)	S.D. & G. Industrial Training Committee	Mr. F. Edwards c/o B.A.S.F. 501 Wallrich Avenue Cornwall, Ontario K6J 2B5 933-5330	L.(Laurier) Roy 938-9702
Dryden	Patricia Training Committee	Mr. Alan Slota 25 McMillan Avenue Dryden, Ontario P8N 1V5 223-6177	R. Reynard 468-3325

<u>LOCATION</u>	<u>COMMITTEE OR ASSOCIATION</u>	<u>NAME & ADDRESS OF CHAIRMAN</u>	<u>COLLEGE AFFAIRS BR. REPRESENTATIVE</u>
East Metro	East Metro Industrial Training Advisory Committee	Mr. J.D. Buchanan c/o Ford Glass Ltd. Scarborough Plant 350 Danforth Road Scarborough, Ontario M1L 3X7 694-3401	K. Papadimitriou 750-3533
Elliot Lake (East Algoma District)	East Algoma Community Industrial Training Council	Mr. Carl Petrone c/o North Shore Board of Education, Admin. Office 160 Spruce Street Elliot Lake, Ontario P5A 2C7 848-2213 (Committee phone 848-3661)	R. Wing J. Pino 942-4420
Etobicoke & York	Industrial Training Advisory Committee for Etobicoke & York	Mr. Peter Broadhurst c/o Litton Systems Canada Limited 25 Cityview Drive Rexdale, Ontario M9W 5A7 249-1231	J. P. Seguin 233-3281
Goderich (Huron County)	Huron County Industrial Training Committee	Mr. Ian Moreland c/o Western Foundry Co. Ltd Wingham, Ontario NOG 2W0 357-3450	K. Vardy 453-7190
Guelph	Guelph Community Industrial Training Committee	Mr. Jim Finamore c/o Canadian General Electric 201 Woodlawn Road West Guelph, Ontario N1H 1B8 822-2120	J. Sherk 884-5460
Halton County	Halton Industrial Training (HIT) Committee	Mr. Chuck A. Morris, 509-345 Lakeshore Rd.E Oakville, Ontario L6J 1J5 842-0107	M. Jackman 842-2454
Haliburton	Haliburton County Industrial Training Committee	Mr. Kim Emmerson c/o Emmerson Lumber Limited Box 150, Maple Street Haliburton, Ontario K0M 1S0 457-1550	J. Kozma 743-4172
Hamilton	Hamilton Industrial Training Advisory Committee (HITAC)	Mr. Joe Milloy, c/o Westinghouse Canada Inc. P.O. Box 510 286 Sanford Ave., N. Hamilton, Ontario L8N 3K2 528-8811	G. Jones N. Bradbury 521-7764
Hearst	Hearst Industrial Training Advisory Committee	Mrs. Ginette Quirion c/o Hearst Chamber of Commerce Box 987, Hearst, Ontario P0L 1N0 362-4353	J. Labrecque A. Picche 264-2354
Kapuskasing	Kapuskasing & District Industrial Training Committee	Mr. Simon Filion, c/o L.J. Fortin Construction Ltd. 8 Radisson Road Kapuskasing, Ontario P5N 3C3 335-8521	J. Labrecque B. Morissette 264-2354
Kenora	Committee for Skills Development (Kenora Area)	Mr. M.R. Farrow 1500 Highway 17 East Kenora, Ontario P9N 1M3 468-7519/468-8233	R. Reynard J. Gibson 468-3325
Kingston	Kingston & Area Industrial Training Advisory Committee	Mr. J.S. Campbell, c/o Merand Industries 679 Justus Drive Kingston, Ontario K7M 4H5 389-5511	F. Griffiths 547-2271

<u>LOCATION</u>	<u>COMMITTEE OR ASSOCIATION</u>	<u>NAME & ADDRESS OF CHAIRMAN</u>	<u>COLLEGE AFFAIRS BR. REPRESENTATIVE</u>
Kirkland Lake	Kirkland Lake & District Industrial Training Advisory Committee	Mr. Roger Lacroix c/o J. H. Normick Inc. General Delivery Swastika, Ontario. POK ITO 642-3678 (Committee Address: P.O. Box 276 Kirkland Lake, Ont. P2N 3H7 568-8407)	L. Guppy R. Schonfeldt 474-5546
Kitchener-Waterloo	Kitchener-Waterloo & District Community Industrial Training Committee	Mr. Ray Taylor c/o Marcon Custom Metals Limited 698 Wilson Avenue Kitchener, Ontario N2C 1H9 893-6262	J. Jeffries 884-5460
Lanark County	South Lanark Industrial Training Committee	Mr. Larry Sparks c/o C & D Batteries P. O. Box 276 10 Industrial Road Perth, Ontario K7H 3E4 267-5000	R. Eccles A. Moreau 731-7100
Lindsay (Victoria County)	Victoria County Industrial Training Committee	Mr. Richard Steele c/o Lindsay Specialty Products 50 Mary Street West Lindsay, Ontario K9V 2N6 324-2196	J. Kozma 743-4172
London	London Industrial Training Advisory Board (LITAB)	Mr. J. Wagter P.O. Box 6216, Station D London, Ontario N5W 5S2 452-5520	W. Lafferty 453-7190
Midland	Midland/Penetanguishene Industrial Training Committee	Mr. Michael R. Tidy c/o Decor Metal Products 140 Bay Street Midland, Ontario L4R 4L5 526-5451	W. McConnell 737-1431
Muskoka (Bracebridge/ Gravenhurst/ Huntsville)	Muskoka Training Advisory Committee	Mr. R.J.V. Curtis c/o Uniroyal Limited P.O. Box 2230 Bracebridge, Ontario POB 1C0 645-4431	D. Baldock 737-1431
New Liskeard, Haileybury	Tri-Town & Area Industrial Training Advisory Committee	Mr. Gerald Belanger c/o Sherman Mine P. O. Box 217 Temagami, Ont. POH 2HO 569-3611 (Committee Address: P.O. Box 2231 New Liskeard, Ontario POJ 1P0	L. Guppy R. Schonfeldt 474-5546
Niagara Peninsula	Niagara Industrial Training Advisory Committee (NITAC)	Mr. Joseph Furgal P. O. Box 1401 St. Catharines, Ontario L2R 7S8 684-4315	I. Ferdinandi D. MacKay B. Moukperian 684-8543
North Bay (Nipissing District)	Nipissing District Industrial Training Advisory Committee	Mr. Donald M. Harris c/o Rahn Metals & Plastics Ltd. 141 Regina St P.O. Box 168 North Bay, Ontario P1B 8H2 474-0410	L. Guppy R. Schonfeldt 474-5546
North York & York Region	North York & York Region Community Industrial Training Committee	Mr. W. Luinenburg c/o Jane Campus, Seneca College 21 Beverly Hills Drive Downsview, Ontario M3L 1A2 773-1122	T. Jeffree 965-4211
Orillia	Orillia & Area Industrial Training Committee	Mr. John J. Connor c/o Fahramet Limited Wyandotte & Victoria Streets Orillia, Ontario L3V 6L6 325-2781	W. McConnell 737-1431

LOCATION	COMMITTEE OR ASSOCIATION	NAME & ADDRESS OF CHAIRMAN	COLLEGE AFFAIRS BR. REPRESENTATIVE
Oshawa (Durham County)	Durham Organization for Industrial Training (DO IT)	Mr. J. Gard, c/o Durham College Simcoe Street North P.O. Box 385 Oshawa, Ontario L1H 7L7 576-0210	F. Norris 576-0171
Ottawa-Carleton	Ottawa-Carleton Industrial Training Council	Mr. Jack Fawcett c/o Computing Devices P.O. Box 8508 Ottawa, Ontario K1G 3M9 596-7000	A. Moreau R. Eccles 731-7100
Owen Sound (Grey and Bruce Counties)	Grey-Bruce Industrial Training Committee	Mr. Paul Stethem c/o Hobart Canada Inc. P.O. Box 278 2875 East Bay Shore Road Owen Sound, Ontario N4K 5P5 376-8886	H. Ebel 376-5790
Parry Sound	Parry Sound & Area Skills Training Committee	Mr. Mel Fiddes c/o CIL Inc. Nobel, Ontario, P0G 1G0 342-5213	R. Schonfeldt L. Guppy 474-5546
		and Mr. Roy E. Smith 11 Wood Street Parry Sound, Ontario P2A 2C5 742-2765	
Peterborough	Peterborough Industrial Training Committee	Mr. Mike Nolan c/o Alfa-Laval Ltd. 113 Park Street South Peterborough, Ontario K9J 3R8 745-5735 (Committee Address: P.O. Box 1833 Peterborough, Ontario K9J 7X6)	R. Pereschuk 743-4172
Prescott and Russell Counties	Prescott-Russell Industrial Training Committee	Mr. J.F. McAllister c/o Montebello Metal Limited P.O. Box 399 Hawkesbury, Ontario K6A 2S3 632-7096	L. Roy 731-7100
		and Mr. John A. Neysmith c/o IVACO Rolling Mills Box 322 L'Original, Ontario K0B 1K0 675-4671	
Renfrew County	Renfrew County Industrial Training Committee	Mr. Mac Fraser 152 Plaunt St. South Renfrew, Ontario K7V 1M8 432-8841	J.D. Gougeon 735-3911
Sarnia (Lambton County)	Lambton Industrial Training Committee	Mr. Robert Sterling c/o Dupont Canada Inc. St. Clair River Works Corunna, Ontario N6N 1G0 862-1445	D. Frost E. Grant 542-7705
Sault Ste. Marie	Sault Industrial Training Council	Mr. Doug Hertz c/o Algoma Steel Corp. Queen Street W. Sault Ste. Marie, Ontario P6A 5P2 945-2248	R. Wing 942-4420

<u>LOCATION</u>	<u>COMMITTEE OR ASSOCIATION</u>	<u>NAME & ADDRESS OF CHAIRMAN</u>	<u>COLLEGE AFFAIRS REPRESENTATIVE</u>
Simcoe (Haldimand-Norfolk)	Haldimand-Norfolk Industrial Training Committee	Mr. Jim Coffer c/o Fanshawe College of Applied Arts and Technology P.O. Box 10 Ireland Road Simcoe, Ontario N3Y 4K8 587-4541	C. Georgian 756-5197 T. Martin 453-7190
South River (East Parry Sound)	East Parry Sound Industrial Training Committee	Mr. Gord Scarlett c/o Gord Scarlett Construction Limited R.R. #1 South River, Ontario POA 1X0 386-2973	R. Schonfeldt L. Guppy 474-5546
St. Thomas (Elgin County)	Elgin County Industrial Needs Council	Mr. Bill Horn, c/o Gorman-Rupp of Canada Ltd. 70 Burwell St. St. Thomas, Ontario N5P 3R7 631-2870	W. Lafferty 453-7190
Sudbury	Sudbury Industrial Training Advisory Committee	Mr. John Moland c/o Inco Metals Company Training & Dev. Institute 30 Cedar St., 8th Floor Sudbury, Ontario P3E 5R7 675-9597	R. Maki A. Brown 675-4481
Thunder Bay	Thunder Bay Training Committee	John Johanson 683-5659 and George Barber 623-7632 c/o Industrial Training Department Confederation College of Applied Arts and Technology P. O. Box 398 Thunder Bay, Ontario P7C 4W1	H. Hogard 475-1605
Timmins	Timmins Industrial Advisory Committee	Mr. O. Neilson c/o Timmins Chamber of Commerce P. O. Box 985 Timmins, Ontario P4N 7H6 264-4321	J. Labrecque A. Piche 264-2354
Toronto Central	Toronto Advisory Committee on Employment Training (TACET)	Mr. C. C. (Bucky) Clare c/o Clare-Randall-Smith & Association Ltd. 53 Lesmill Road Don Mills, Ontario M3B 2T8 445-8166	T. Jeffree 965-4211
Wallaceburg	Wallaceburg & District Industrial Advisory Committee	Mr. James Burgess Sr., c/o Waltec Industries Ltd. 1355 Wallace Street Wallaceburg, Ontario N8A 1P5 627-3361	R. Lavin 354-9100
Wawa (North Algoma)	North Algoma Industrial Training Organization (NAITO)	Mr. Ed Nyman c/o The Algoma Steel Corporation Limited Ore Division, MacLeod Mine P.O. Box 602 Wawa, Ontario P0S 1K0 856-2311	J. Pino D. Muncaster 942-4420
Windsor	Windsor Chamber Task Force on Industrial Training	Mr. George H. Shaffer c/o Hartford Tooling Ltd. 1880 Assumption Street Windsor, Ontario N8Y 1C4 252-3449	W. Collins 254-8654
Woodstock (Oxford County)	Oxford Industrial Training Group	Mr. George Simmons 643 Northdale Drive Woodstock, Ontario N4S 5K8 539-9439	T. Martin 453-7190

ASSOCIATION-TYPE CITCs

<u>LOCATION</u>	<u>COMMITTEE OR ASSOCIATION</u>	<u>NAME & ADDRESS OF CHAIRMAN</u>
Province-wide (Aerospace Industry)	CITC for Air Industries Association of Canada	Mr. Peter Broadhurst c/o Litton Systems 25 Cityview Drive Rexdale, Ontario M9W 5A7 249-1231
Province-wide (A.P.M.A.C.)	CITC for The Automotive Parts Manufacturers' Association of Canada	Mr. Dennis DesRosiers 55 York Street, Suite 402 Toronto, Ontario M5J 1R7 366-9673
Province-wide (C.M.B.A.)	CITC for Canadian Machine Builders' Association	Mr. H.B. Iron Box 3430 Cambridge (P), Ontario N3H 4S1 Toronto - 364-6208 Cambridge - 653-5774
Province-wide (C.T.M.A.)	CITC for Canadian Tooling Manufacturers' Association	Mr. Ken Watton c/o Kapco Tool & Die Ltd. 3200 Devon Road Windsor, Ontario N8X 4L4 966-0320
Thunder Bay Area	Grain Trade Industrial Training Committee	Mr. Ken Hogan c/o Saskatchewan Wheat Pool 34 North Cumberland St. Thunder Bay Ontario P7A 4L3 344-5701
Province-wide (M.E.M.A.C.)	CITC for Machinery & Equipment Manufacturers' Association of Canada	Mr. J.R. Romanow 116 Albert Street, Suite 701 Ottawa, Ontario K1P 5J3 232-7213
Northwestern Ontario	Northwestern Ontario Pulp & Paper Industrial Training Committee	Mr. Lorne Campbell c/o Abitibi-Price Fine Papers P.O. Box 2450 Thunder Bay, Ontario P7B 5E9 683-6211
Northern Ontario	Ontario Lumber Manufacturers' Association (OLMA)	Mr. Dan Ryan c/o Malette Lumber Inc. Box 1090 Timmins, Ontario P4N 7J6 267-1462
Province-wide (S.P.I.)	CITC for The Society of the Plastics Industry of Canada	Mr. Harry Blair c/o Shell Canada Ltd 505 University Avenue Toronto, Ontario M5G 1X4 597-7111

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of training to maintain their interest and productivity--the risks of NOT doing these are too numerous to detail.

But what it all means, or what I'm driving at, is that productivity is not the employees' responsibility; it's the responsibility of management. Not to accept this as a truism, is not to accept what's happening in the world at large.

And that world still looks upon Canada as a land of vast natural resources and at Canadians as "hewers of wood".

We have the natural resources and they've been the source of our pride and our wealth for centuries. But we're not alone anymore and the competition has become very tough indeed.

And as far as our image of being "hewers of wood": Well, because the natural resources have given us so much, we have tended to live with that image, accepting it graciously, as we sipped our champagne.

But seriously, some companies like Bell Canada, Northern Telecom, and Spar Aerospace have made wonderful strides towards correcting that image, but more has to be done--a lot more.

I'd like now to return to the wisdom of Hal Wyatt of the Royal Bank and his recent talk in Tokyo. He said, and I quote: "As individuals, we have to make a major attitude adjustment. We also have to realize that we are players on the world stage--performing for international audiences that are becoming more demanding."

According to Mr. Wyatt that means becoming leaner and more efficient; he calls it REALITY THERAPY, and adds:

"This means that, as individuals, we must make a commitment--a commitment to excellence as our basic standard. Nothing less than that will do.

"It also means that we must become more effective. That's the key word. You become effective by squeezing the most out of the advantages you have. We can not compete with many countries on labour cost, so we must make up the shortfall by being more effective, more productive, more creative."

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apex of the pyramid will both increase. Conversely, the number of positions in the middle ranges of the pyramid will decline. The labour market may take on an "hour-glass" shape, with a pinched "waist" in the middle.

Using the same metal machining example. We will see large numbers of a machine operators, a considerable number of numerical-control programmers, and a small number of workers with mid-range skills.

This trend has a serious implication. Large numbers of workers will be prevented from advancing from entry-level skills through to high-level skills through experience. The "waist" in the labour market will constrict advancement. And that w-a-i-s-t will be a w-a-s-t-e.

This distortion of the labour market will happen if current trends continue. The question is: Do we want that distortion to occur? Do we want to allow a striation of the labour market. Or do we want to take action, if not to prevent such a distortion, at least to compensate for it. One method of compensating is training.

Since employees may well have difficulty advancing by gaining practical experience in the workplace, they may have to gain their experience through formal training programs.

Training is what the Skills Development Division is all about.

The Mission of the division is to assist the Ontario economy to improve its level of productivity, profitability, and competitiveness through training. In that, the division and the Canadian Community of Computer Educators have a common objective.

I would like to outline briefly some recent initiatives the division has undertaken--with emphasis on training in advanced technology occupations. I don't want to be too specific, for fear of boring delegates from other provinces. But there are some concepts in these programs that may be applicable in other jurisdictions.

The first program I want to mention is the Training in Business and Industry program, known affectionately as TIBI.

TIBI--like computers--comes in several versions. TIBI I is designed for general skill upgrading. TIBI II provides upgrading training in advanced technology skills. TIBI III is even more specific, concentrating on training computer software specialists.

Two occupations of critical importance are computer analyst and computer programmer. In order to stimulate training in these and other occupations, the government has created the Ontario Training Incentive Program--OTIP.

The notion of OTIP is this: If an employer commits to training a computer programmer or analyst, or in seven other occupations, the Ontario government will provide \$1 000 bonuses to the employer and the trainee.

This direct financial inducement is the government's contribution to the employer's and the employee's investment in training.

The government is also prepared to provide a \$1 000 grant to an employer who hires an unemployed or laid-off worker, to cover the cost of a 10-week familiarization grant. During this period, the employer and the employee can assure themselves that the training program is going to be to their mutual benefit.

We recognize that it is often difficult to provide training on-the-job; therefore, OTIP provides funds for trainees to attend a college of applied arts and technology. This training is valued at about \$1 200 annually.

I should point out that OTIP is integrated with the federal General Industrial Training (GIT) and Critical Trades Skills Training (CTST) programs, which can provide up to \$250 a week towards the trainee's salary.

Whether employers--such as those represented here--take advantage of OTIP is still a question mark. I trust OTIP will be as successful and productive as TIBI and other programs. However, it must be made clear that the final decision rests with employers. Until employers make their personal and corporate commitment to training, the government's hands are tied.

Commitment to training has always been a measure of a vital, dynamic economy. Now, even more so. At a time of rapid technological change--not to mention economic, social, demographic, and political change

--the company that does not train for its future has no future.

The Future. To some, The Future is The Past writ large on a cathode ray tube. To others, The Future lies in wait like an African reptile, ready to attack. To still others, The Future is the collective noun for "questions" just as "pride" is the collective noun for "lions".

To me, The Future is what we make of it.

We can choose to march to the beat of the 19th Century. We can choose to allow other economies to dictate our future by allowing them to control the supply of technological equipment and knowledge. We can choose to allow our labour market to regress to the point that we create two tiers--in splendid isolation.

Or we can think imaginatively, rationally, and empirically about our 21st Century, free of the myths of the 19th.

We can create an economy which can compete and succeed in the international marketplace. One which can not only allow, but encourage, each one of us to participate in the creation and sharing of wealth. One which can provide a standard of living to which we all aspire.

The decision is ours.

Métiers

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Story ideas and articles are most welcome, as are your comments about this newsletter.

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